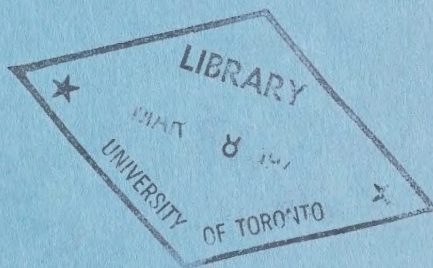


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Government
Publications

PROPOSALS for IMPROVING OPPORTUNITIES
for
LOCAL GOVERNMENT SERVICES
in
NORTHERN ONTARIO

BACKGROUND PAPER



Ontario
Ministry of Treasury, Economics
and Intergovernmental Affairs


November 1976

BACKGROUND PAPER

PROPOSALS FOR IMPROVING
OPPORTUNITIES FOR LOCAL GOVERNMENT
SERVICES IN NORTHERN ONTARIO

Prepared by: Ministry of Treasury, Economics and
Intergovernmental Affairs

November, 1976



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INTRODUCTION

This paper has been prepared for discussion and consideration by people interested in local government in the North. While the Provincial Government has announced policies dealing with the main proposals in the paper, it is hoped that the alternatives and appendices contained herein will provide a focus for discussion.

It outlines some problems in the present local government system in the North and proposes some possible approaches to achieving improvements. It suggests that the discussion of improved methods of decision-making and service delivery should focus on the following separate geographical situations:

- (1) Single large municipalities or a series of inter-related urban centres and adjacent territory, including rural townships and unorganized territory.
- (2) Small, isolated communities, presently unorganized and too small to be effective municipal units and those sparsely settled areas that are beyond present or likely future municipally organized territory.

Provincial support of consolidation studies is proposed for the first category. In the remaining territory, traditional municipal approaches to local servicing problems are not recommended.

It is suggested that an Isolated Communities Assistance Fund be established to fund local services and solve immediate problems in these latter areas. It would be administered and controlled by the Minister of Natural Resources, who would be empowered to disburse it through organized groups, individuals or Provincial agencies to solve local servicing problems, in the absence of a municipal authority.

The paper also outlines features of the Provincial administrative network in the North.

Ministry of Treasury, Economics
and Intergovernmental Affairs.

November, 1976

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PROPOSALS FOR IMPROVING OPPORTUNITIES FOR
LOCAL GOVERNMENT SERVICES IN
NORTHERN ONTARIO

BACKGROUND

Ontario's Northland historically has provided puzzling difficulties to those who would attempt to govern it. In recent years, as demands for better government services, better access to government and more local decision-making increased, a number of studies, commissions and committees examined the difficulties of developing a coherent approach to systems of government for Northern Ontario.

The Ontario Committee on Taxation and its follow-up, The White Committee, The Lakehead Local Government Review and The Inter-departmental Committee on Government at the District Level in Northern Ontario, among others, agreed that both the system of local government and the role of the provincial government in the North require special attention.

Improving the structure of government alone will not solve the North's problems. In many areas the rugged topography, extreme climate, lack of employment opportunities, sparse and static population, boom or bust economies and dearth of resources combine to make some problems beyond reach. However, there are a great many areas in the North, where with a more integrated system of decision-making, many of these problems can be confronted.

There are two different classifications of local governmental problems in the North. They differ from one another for the most part in two ways: scale and composition.

- (1) Developed Areas - Single urban municipalities or inter-related groups of centres with related hinterlands.

There are several large communities throughout the North. Some of them have already had substantial improvements in their system of local government -- Timmins, Thunder Bay and Sudbury. Several others exist which require improvements to cope with their problems. North Bay,

Sault Ste Marie and Kenora are faced with a great deal of fringe settlement for miles outside the city centre. Much of the area around these centres has no municipal organization and hence, virtually no enforceable requirements for minimum lot size, building permits, building standards and environmental protection. These and other urban control devices are important in the development of any major urban centre.

Some of these large cities do have organized municipalities on their borders. While this is an improvement over unorganized territory, it too presents problems. The fragmentation of one urban and urbanizing community among several municipal units has resulted in inequitable tax incidence, inconsistent planning, competition for assessment and other problems. The principle has been accepted in the south that these areas must be governed together either in a federation or a single unit. In the North, where there is no county system, where there is insufficient planning and where the Provincial land tax is insufficient to discourage fringe settlement, the need is even more acute.

In several areas of the North, the close proximity of several urban centres presents difficult problems. In Timiskaming District and on the North Channel of Lake Huron inter-municipal competition and problems are present. The Tri-Town area of Timiskaming has in the past been unable to develop a consensus on matters of importance to the whole area. Similarly, as industrial growth affects the North Channel area the ensuing population growth problems may strain inter-municipal co-operation. A superficial comparison with areas in Southern Ontario facing rapid growth suggests that the problems in these two areas could be significant. In Haldimand-Norfolk, Sarnia and Bruce there was a county system to provide some co-ordination -- in Tri-Town and the North Channel there is not. In these southern areas there was some local specialized staff -- many fewer serve the northern areas. The "new" population as a proportion of the established population may be greater in North Channel than in the three areas in the South. The Province and local governments in the area should pay close attention to these and similar areas.

(2) Isolated Communities and Sparsely Settled Areas

After taking into account the regional centres, the local centres and their surrounding areas of dependence, there remains over 90% of the area of Northern Ontario. The vast majority of this land is unpopulated but here and there along roads, railroads and waterways the occasional settlement or house is located. Here residents don't need local government, don't want it and couldn't afford it. Residents of these areas are too few to enable municipal incorporation and are too far from municipalities to receive local services through annexation or special contract arrangements.

There are at least 80 unorganized communities scattered through the North with between 50 and 500 people. Some have one or more special purpose bodies functioning: a school board, local roads board, or community centre board, among others. None has a single elected body with a mandate to speak for the community generally. These communities are and will continue to be dependent on the Province for most or all services.

In recognition of the importance of ensuring that the small communities of the isolated parts of the North have a capacity to express a representative will, the Government introduced, The Northern Communities Act in 1974. Since then, Ministry staff have met with almost 30 communities to discuss the provisions of the bill. Upon reviewing the legislation and the local opinions and discussions it generated, the Ministry has concluded that a sub-municipal organization does not offer economic advantages over the single-purpose but representative efforts of local roads boards, recreation committees, and other existing local bodies. Other approaches are required.

Remote residents of the North do receive some government services: social security, education, bush (not structural) fire protection, land use regulation, policing, justice, agricultural assistance, land taxes and other personal services available to all Provincial residents. Each ministry has its own offices for these areas.

In addition to the lack of a municipal system in these areas to establish local priorities, there is no single Provincial agency to assess overall priorities in small unorganized communities and to provide services directly where there is an urgent need. As the system is presently functioning it is possible that in one community a high priority need would not be met before a lower priority need would be filled by the Province.

Even in times of growth in public sector spending this problem vexed many small communities. Now when funds will not be as available to governments generally this lack becomes even more serious.

Other Provinces have attempted solutions to this problem and some have turned to some degree to the "lead" ministry approach: Saskatchewan to the extent of having most services outside the cities in their North provided directly by a single department and Manitoba providing a co-ordinating Ministry.

WHAT HAS BEEN DONE

The Province has, as has been pointed out, examined these problems facing the North on several occasions. In the past, various approaches to the problems of each of the two kinds of situations have been tried.

Large urban centres have seen legislated amalgamations (Thunder Bay, Timmins), regional government (Sudbury) or Ontario Municipal Board amalgamation and annexation applications (North Bay): all developed to cope with their problems of burgeoning growth. Smaller urban centres have had only the OMB course open to them. Similarly, until very recently the only tool available to the isolated community has been an application to the Ontario Municipal Board for incorporation. In order to provide a less formal measure than full municipal status The Northern Communities Act was proposed. Finally, the Province has periodically adjusted its own administrative structures to provide a more coherent system of government to the residents of the Province's vast Northern expanse.

Ontario faces a period of restraint in its government spending. An area needing an infusion of funds - the North - is not in a position to make the difficult allocative decisions that will be required to make best use of the increasingly scarce funds

that will become available. With the exception of the few areas mentioned above, the communities of Northern Ontario have an inadequate framework through which public priorities can be ascertained and set. They do not have a system which can attain high priority objectives equitably and economically. Many do not have a representative body to voice community concerns and priorities. What complicates a "solution" to the problems of the North are the wide differences and the tendency to want to duplicate services for what in any other scale are uneconomic. This implies tough, allocative choices being made for which a well-developed enunciation of local needs is essential.

It is the objective of this paper to explore the alternatives facing the Provincial government in developing a stronger, more integrated system of decision-making for the North.

THE PROBLEMS

(1) Single and inter-related urban centres and their hinterlands:

Those communities which are large enough to generate considerable fringe growth but are not in close proximity to other large urban centres are listed in Appendix A. In some cases (such as North Bay) there are other urban centres nearby, but they are so much smaller than, and so dependent on, the main centre that they are considered in the context of the primary centre. Appendix A also lists some areas within a number of inter-related urban and rural municipalities.

The population of these communities varies from under one thousand to over 160,000. Obviously the scale of problems faced by such disparate areas varies considerably. However, what these areas have in common are the following characteristics:

- (1) unplanned fringe growth over their borders;
- (2) unserviced and largely unserviceable areas near their borders;
- (3) a hinterland with few controls over land use and environmental abuses;

- (4) a hinterland dependent on the central communities for employment, daily commerce and often for social and personal services;
- (5) a hinterland with badly distributed resources and a tax structure which fails to discourage settlement in unorganized areas.

Previous reports and recommendations have argued for the inclusion of each major centre's hinterland with the town or city.

Municipal governments are powerless to place restrictions on persons who, often seeking to benefit from lower taxation and fewer controls, have settled outside established communities. Outside of municipal boundaries, there are few requirements for standard-size lots, building permits and conformance with building and servicing standards. Those controls that can be exercised by the Province under The Public Lands Act, The Planning Act and The Building Code Act are difficult to enforce and not entirely effective. Often the only non-education taxation is the Provincial Land Tax, where low rates bear little relation to real property values and thus are not a disincentive for people to settle in fringe unorganized territory. Also, in fringe settlements title is often confused or resides with the Crown.

Most fringe communities and rural areas -- whether organized or not -- are inseparably linked, economically and socially, with the large municipalities on whose outskirts they are located. Because they are not subject to taxation in the central municipality, their residents do not contribute directly to the community that serves them. The lack of an area-wide governmental and financial structure also precludes the connection of fringe settlements with municipally provided services. This can and does lead to duplication of services and to problems which are expensive to alleviate.

The Planning Act provides a mechanism whereby policies and guidelines can be established to direct development to appropriate locations. Sections 32 and 35 of the Act enable the Ministry of Housing to exercise zoning powers with respect to all land in the Province. By means of zoning orders, standards and requirements may be set which specify the nature of development that is permissible within a given area. In a municipality, permits may then be issued through the local building inspector for development which conforms with these criteria. In unorganized territory, however, no such local administration exists. The provisions of The Planning Act are thus only partially suited to territory without municipal organization, and zoning orders have seen limited long-term use outside of organized municipalities.

In some parts of the North, the unorganized portions of a municipality's area of influence is included with that centre's planning area: examples include the Lakehead Planning Area, the Sioux Lookout Planning Area, and planning areas including unorganized and organized townships around Hearst, Kapuskasing, and Smooth Rock Falls. However, there is no method of local enforcement or priority-setting in the fringe areas because the planning boards are advisory only.

In the areas where several roughly equal-sized municipalities are part of the same economic and physical area, these problems are joined by others. Examples include the North Channel communities (from Espanola to Bruce Mines), the Tri-Town area of Timiskaming District, the Kenora Tri-Municipal Area and the Red Lake-Ear Falls-Balmertown area of Kenora District.

Added to the single urban centre problems of rural dependence and fringe growth are those problems which grow out of their interdependence. These include: competition for growth and industrial assessment; duplication of such services as recreation, hospital, or administration along with an inadequate base individually for separate public works or viable downtowns; the lack of a single jurisdiction to plan and control development of the hinterland around each of the centres; and the difficulty for the Province in identifying area-wide priorities in the midst of conflicting local viewpoints. While special solutions may be needed in each case, the formulation of a strong consolidated municipality seems a realistic model to consider in some of these areas.

Alternatives for single or clustered urban centres and their hinterlands:

In order to correct the difficulties presented by the development taking place outside urban centres in the North, several courses are open.

- (1) Establish a program through which the Province would assist individual municipalities or groups of municipalities wishing to examine their problems and which would lead to changes only after the fullest local consultation.
- (2) Initiate a study of all municipalities followed by legislated amalgamations or annexations as deemed appropriate.
- (3) Maintain the Status Quo.

Pros and Cons

(1) Provincial assistance to areas requesting studies of consolidations (or alternatives):

- Pros:
- a) the program would be inexpensive;
 - b) the importance of local initiative would be respected;
 - c) a standard process could lead to understanding and acceptance locally;
 - d) high priority areas could be concentrated on;
 - e) it could provide innovative alternatives for unique areas;
 - f) it would be a good substitute for the present OMB process, which has a tendency towards the establishment of adversary positions;
 - g) because not all areas would be assisted at once, assistance could be provided largely without expenditure on outside expertise.
- Cons:
- a) some areas with the most urgent problems may not request a study or agree on any course of action;
 - b) in developing boundaries by this approach, some areas between communities may be left out that should be in one or the other community.

(2) Provincially initiated all-municipality study:

- Pros:
- a) it would provide a consistent policy framework;
 - b) by including all areas, full consideration could be given to all problems;
 - c) omnibus legislation could be designed;
 - d) the Province could determine priority areas;
 - e) the "solution" could be in place fairly quickly.

- Cons:
- a) the lack of local initiative would be inappropriate;
 - b) expertise to do so many in-depth studies at once would be difficult to come by;
 - c) it would be expensive;
 - d) by doing all at once there would be no opportunity to learn from one time to the next;
 - e) many of the areas do not have serious problems at the present time.

(3) Maintain Status Quo:

This situation has proven unsatisfactory in the past as described throughout this paper.

RECOMMENDATIONS

The Province should adopt a clear policy in relation to the structure of local government in and around urban centres in the North.

IT IS RECOMMENDED THAT THIS POLICY TAKE THE FORM OF A PROGRAM DESIGNED TO ASSIST NORTHERN MUNICIPALITIES WHICH WISH TO EXAMINE THEIR LOCAL GOVERNMENT AND TO DETERMINE APPROPRIATE CHANGES. EACH STUDY SHOULD HAVE THE FOLLOWING CHARACTERISTICS:

- (a) LOCAL CONSULTATION AND INITIATIVE SHOULD BE FUNDAMENTAL TO THE PROGRAM;
- (b) MINIMAL USE OF OUTSIDE EXPERTISE;
- (c) WHILE COMPREHENSIVE, STUDIES SHOULD BE BRIEF;
- (d) RESULTING CHANGES SHOULD BE EFFECTED BY LEGISLATION AND NOT THROUGH THE OMB;

(2) Unorganized Territory: small isolated communities and sparsely settled areas:

In 1971, there were over 70 unorganized communities in the North with more than 100 inhabitants. Six of these were listed in the Census as having more than 500 residents. In addition, there are at least 50 more with a smaller number of people, but still indentifiable as permanent communities. Most of these are too distant from another municipality to be included in it, too small and poor to afford incorporation, yet in real need of a recognized voice and a method of solving community or servicing problems.

Outside the municipalities and their dependent fringe areas, and outside the identifiable unorganized hamlets, there is a largely uninhabited land of lakes, trees, rocks and muskeg. However, here and there spotted along railroads and highways, at isolated mine sites and logging camps, very small settlements and individual homes are found.

Setting Provincial and Local Priorities:

There are an estimated 50,000 people living in unorganized territory in Northern Ontario. An estimated 20,000 of these people are in large and small hamlets outside the areas that are close to organized municipalities (cities, towns, villages, improvement districts and townships). While remote from large urban centres, they do in fact make use of government and require several government services, particularly in the social service and health field.

Many agencies are often involved with these people. Appendix D provides a listing of the programs and office locations.

Appendix C attached, outlines the approach taken by other Provincial and territorial administrations in their outlying and remote areas. What is apparent from these is that attempts to improve the government of the North have usually resulted in developing co-ordinating devices. In view of the experience of several other jurisdictions in Canada, this Province should investigate the possibility of co-ordinating the Provincial local presence in the North outside the municipal areas, from both a funding and a program point of view.

Northern Communities Legislation:

In 1974, The Northern Communities Act was introduced to allow small areas a representative system by which to make their needs known. The decision was made to introduce the bill only and then to allow full local discussion of it before re-introduction. This was prompted in part by unfamiliarity with its applicability and reception in northern communities, and in part by the interest shown by the Association of Unorganized Communities representing the more remote and larger unorganized communities in Northeastern Ontario. Communities or local members wishing meetings were asked to contact the Ministry. Over 10,000 copies of a bilingual newspaper (Points North) were distributed to post offices, local members and contacts in the North.

A small Ministry team attended 23 public information meetings arranged and chaired by local groups or individuals. An additional five communities in Nipissing District were represented at meetings arranged by the Nipissing member.

Some of these communities are close to municipalities and could be considered to be in the first category of settlement pattern discussed in this paper. Others, like Armstrong, Gogama, and Britt are relatively isolated. Three communities visited have since petitioned the OMB and have attained improvement district status: Pickle Lake, Opasatika, and Matachewan.

Minutes from the team's meetings have been analyzed for local problems and comments on the original legislation. Attached as Appendix B is a summary of the findings following the past two years of consultation. In brief, the conclusions reached by the team were:

- (a) there is a need for a representative institution which does not have all the trappings of a municipality;
- (b) The Northern Communities Act as originally written is too complex;
- (c) the treatment of any new legislation should be geared to avoid raising unrealistic expectations;
- (d) the "lead" Ministry concept would be useful in establishing a funding system for Northern Communities.

Further Consultation and Considerations

Following the analysis of the Northern Communities legislation meetings, a number of other concerns and considerations have been expressed to and by the Government that have a bearing on the provision of local services to unorganized territory.

First, the Government has adopted a strong restraint program, directed at its own programs and those of municipalities and local boards. The creation of small semi-municipal organizations or full municipalities may create expectations and demands that are unrealistic, especially where these may overlap with nearby municipalities. It is suggested that a population of 1,000 residents is required for a strong municipality, and one able to afford the local share of service improvements.

Second, the Northern Communities legislation led in part to the emergence of an association of unorganized communities in Northwestern Ontario. This group, called the Unorganized Communities Association of Northern Ontario - West and known as UCANO-West, has identified problems and approaches for unorganized hamlets in the North.

They have emphasized the need to work with Provincial agencies (e.g. Health and Housing) on common solutions. They have looked for innovative but pragmatic answers to such issues as fire prevention and sewage disposal. Individual communities are encouraged to find ways of working with what organizations they have now and to develop local awareness and initiative.

Third, many services are being provided through or to local bodies in unorganized communities. These groups include district school area boards, separate school boards, recreation committees, local roads boards, community associations, volunteer fire departments, and community centre boards. Residents in some areas close to developed areas or large municipalities are within the jurisdiction of boards of education, combined separate school boards, welfare administration boards, Children's Aid societies, homes for the aged boards, district health units, and area planning boards -- all are inter-municipal bodies performing what are usually county level municipal functions in southern Ontario.

In the smaller and more remote places, most services are expensive to provide and difficult to co-ordinate. Scarce local resources and small populations mean that medical, social service, fire protection and environmental facilities are not as easily available as in more developed areas of the North.

Fluctuating populations and the need to commute long distances to jobs means that it is hard to form a stable, active community base to do the work or know who to contact for service improvements. Priority funding in some of these cases is urgently required.

Conclusions

A comprehensive program is necessary to attack the problems of the small communities in remote areas. Prompt action and a clearly known agency or individual to make the necessary priority decisions are required. It is doubtful that a form of municipal status, as proposed in The Northern Communities Act, is required or affordable in the areas some distance from present municipal areas. The following recommendations outline a package of proposals for addressing the problems of these areas.

RECOMMENDATIONS

- (1) THAT AN "ISOLATED COMMUNITIES ASSISTANCE FUND" OF \$500,000 PER YEAR BE ALLOCATED FOR THE PROVISION OF HIGH PRIORITY SERVICES AND PROGRAMS IN UNORGANIZED NORTHERN COMMUNITIES AND SPARSELY SETTLED UNORGANIZED TERRITORY.
- (2) THAT THIS FUND BE AVAILABLE FOR SERVICES NORMALLY PROVIDED BY LOCAL MUNICIPALITIES AND NOT AVAILABLE THROUGH NORMAL PROVINCIAL PROGRAMS.
- (3) THAT THIS FUND BE UNDER THE DIRECT CONTROL AND SUPERVISION OF THE MINISTER OF NATURAL RESOURCES.
- (4) THAT AUTHORITY BE GIVEN TO THE MINISTER OF NATURAL RESOURCES TO GRANT FUNDS AND PROVIDE SERVICES IN UNORGANIZED TERRITORY THROUGH ANY LOCAL OR AREA BODY RECOGNIZED BY PROVINCIAL LEGISLATION.
- (5) THAT NO NEW LEGISLATION FOR A SIMPLE FORM OF MUNICIPAL ORGANIZATION (E.G. NORTHERN COMMUNITY COUNCIL) BE CONSIDERED.
- (6) THAT THE MINISTER OF NATURAL RESOURCES BE EMPOWERED TO CONTRACT WITH ANY MINISTRY, AGENCY, LOCAL BOARD OR GROUP, COMPANY OR INDIVIDUAL TO PROVIDE THE SERVICES OR PROGRAMS APPROVED UNDER THE ASSISTANCE FUND.
- (7) THAT THE GOVERNMENT CLEARLY DEFINE THE GEOGRAPHICAL AREAS ELIGIBLE FOR ASSISTANCE FROM THE FUND, SUCH THAT COMMUNITIES OR RESIDENTS WHO MAY BENEFIT FROM MUNICIPAL-BASED SERVICES OR PROGRAMS -- THROUGH ANNEXATION OR SPECIAL CONTRACTS -- ARE NOT ELIGIBLE FOR THIS ASSISTANCE.
- (8) THAT THE MINISTER OF NATURAL RESOURCES BE GIVEN DISCRETION TO SPECIFY A LOCAL CONTRIBUTION FOR ANY SERVICE PROVIDED.
- (9) THAT THE GOVERNMENT CONTINUE ITS EVALUATION OF WAYS TO IMPROVE COMMUNICATION AND CO-ORDINATION OF ITS PROGRAMS IN THE UNORGANIZED TERRITORY PORTION OF NORTHERN ONTARIO.

PROPOSALS FOR IMPROVING OPPORTUNITIES
FOR LOCAL GOVERNMENT SERVICES IN
NORTHERN ONTARIO

APPENDICES

PROPOSALS FOR IMPROVING OPPORTUNITIES
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APPENDIX A

URBAN CENTRES IN NORTHERN ONTARIO

APPENDIX A

LISTING OF URBAN CENTRES IN NORTHERN ONTARIO
INCLUDING SINGLE URBAN CENTRES WITH CONSIDERABLE
HINTERLAND AND AREAS OF INTER-RELATED URBAN CENTRES

DISTRICT	CENTRES	POPULATION
Algoma	Sault Ste Marie	78,000
	Wawa	5,000
	Hornepayne	1,600
	White River	800
	<u>North Channel area</u>	
	Blind River	3,000
	Thessalon	1,800
	Bruce Mines	500
	Iron Bridge	700
	Elliot Lake	8,000
	Surrounding Area	<u>5,500</u>
		19,500
Cochrane	Timmins	43,000
	Moosonee	1,300
	<u>Central Hwy 11 Corridor</u>	
	Hearst	5,000
	Mattice	2,000
	Opasatika	1,500
	Kapuskasing	12,700
	Val Rita-Harty and area	1,300
	Moonbeam and area	1,400
	Fauquier and area	1,000
	Smooth Rock Falls	2,500
	Cochrane	5,000
	Matheson and area	3,800
	Iroquois Falls and area	6,700
	Surrounding area	<u>1,800</u>
		44,700

DISTRICT	CENTRES	POPULATION
Kenora	Dryden	6,700
	Sioux Lookout	3,000
	Ignace	1,700
	<u>Kenora-Keewatin area</u>	
	Kenora	10,400
	Keewatin	1,900
	Surrounding area	<u>4,000</u>
		16,300
	<u>Ear Falls - Red Lake area</u>	
	Ear Falls	1,700
Manitoulin	Red Lake	2,300
	Balmertown	2,000
	Surrounding area	<u>500</u>
		6,500
Nipissing	Gore Bay	700
	Little Current	1,400
Parry Sound	North Bay	50,000
	Sturgeon Falls	6,300
	Mattawa	2,700
	Whitney	1,000
Rainy River	Parry Sound	10,000
	Powassan	5,500
	Burks Falls	1,900
	South River-Sundridge	3,500
Rainy River	Fort Frances	9,000
	Rainy River	1,100
	Atikokan	5,500

DISTRICT	CENTRES	POPULATION
Sudbury	Espanola	5,600
	Chapleau	3,400
	Regional Municipality of Sudbury	164,500
	<u>Extension of North Channel</u>	
	Massey	1,300
	Webbwood	500
	Surrounding area	<u>1,200</u>
		3,000
Thunder Bay	Thunder Bay	107,000
	Geraldton	3,000
	Manitouwadge	3,400
	Marathon	2,200
	Schreiber	2,000
	Nipigon	2,500
	Longlac	1,700
	Beardmore	700
	Nakina	700
Timiskaming	Kirkland Lake	14,000
	Larder Lake	1,200
	<u>Tri-Town and area</u>	
	Charlton	200
	Englehart	1,700
	Earlton and area	1,400
	Thornloe	200
	New Liskeard	5,400
	Haileybury	4,900
	Cobalt	2,100
	Latchford	400
	Surrounding area	<u>5,200</u>
		21,500

Total Population in Single Urban Centres 551,600

Total Population in areas with more than one urban centre 111,500

APPENDIX B

RESULTS OF PUBLIC CONSULTATION
PROCESS REGARDING PROPOSED
NORTHERN COMMUNITIES ACT

APPENDIX B
RESULTS OF PUBLIC CONSULTATION
PROCESS REGARDING PROPOSED
NORTHERN COMMUNITIES ACT

Intent of Original Legislation (Bill 102)

The original legislation introduced in June, 1974 had the following general provisions and intent:

- incorporation by the Treasurer of elected representative bodies for small communities in unorganized territory to articulate local needs and concerns;
- single responsible body for the Province to recognize, contact and contract with for local services and Provincial program delivery;
- single body to assume responsibility for and levy for local costs of services now performed by elected or volunteer groups (local roads boards, recreation committees, community improvement corporations, fire brigades, etc.);
- Treasurer assumes role of Ontario Municipal Board in the incorporation, initial operation and financial supervision of the community.

Results of Meetings

(a) Local Conditions

The communities visited exhibited a large variation in geographical relationships with existing

municipalities: they include isolated communities (Gogama, Armstrong, Savant Lake); those on the edge of municipalities (King Kirkland, Heyden, Kaministiquia) and those separate hamlets within the economic and social orbit of a larger centre (Hudson, Hurkett).

Economic:

Northwestern Communities are generally more prosperous than those in the Northeast and depend on mining, lumbering and tourism. In the Northeast, they have generally suffered from the decline of railways and resource industries. Residents of many communities in both regions commute to jobs and services in nearby or distant urban municipalities.

Local Problems and Needs:

Among the problems discussed or noted were: land problems (small lots in old sites, poor drainage); poor physical services (expensive hydro, no communal water or sewer services); long distances from major centres and facilities (and therefore, for example, poor medical services); lack of resources for community services (fire protection, recreation, commercial outlets); low or seasonal incomes; aging populations; confusion about government due to isolation, the complexities of understanding regulations and procedures from a distance; lack of single local decision-making authority.

Local Views on Bill 102

Many communities saw the legislation as a way of meeting their growing expectations for improved service levels. They had these important reservations:

- There is concern over possible tax increases due to organization and to cost-sharing of services (most services are now provided free from the Province, cheaply from a neighbouring municipality or from volunteer labour -- or are non-existent);
- Some people are unwilling to accept representative democracy or place faith in elected peers without significant financial controls by the Province;
- There is some perception of limited Provincial resources to catch up to ideal service levels and a perceived need to contribute local monies to improve local services;
- Particular suggestions and issues included:
 - (a) oppose continuation of Provincial Land Tax (Bill 102 not clear on this);
 - (b) want to play a role in land use control and planning;
 - (c) want special financial considerations "to catch up" to perceived municipal service levels elsewhere and to compensate for limited local resources,

assessment base and experience;

- (d) individual communities with special needs or problems suggested extending list of possible functions to cover these (for example: ambulance service, Drainage Act provisions, Line Fences Act, etc.).

Briefs from Groups

- The Association of Unorganized Communities (Northeastern Ontario), then representing 17 communities, urged in a 1975 brief the installation of Bill 102 - type provisions, with limited changes to the Bill as first presented but with special financial provisions based on individual need.
- The Unorganized Communities Association of Northern Ontario (UCANO West) is a group of community representatives and is just completing its first year of organization. Its most recent conference included delegates from some 25 communities. It has made no specific recent recommendations with regard to amending Bill 102 although a Spring, 1975 information package prepared for the Association showed a partial acceptance of Bill 102 and its purposes and provisions. The Association is encouraging

the formation of community viewpoints on a large number of issues. It has recently presented well-prepared briefs to Provincial agencies on the subjects of fire protection and land use planning in the unorganized settlements.

APPENDIX C

LOCAL, PROVINCIAL AND TERRITORIAL
GOVERNMENT ORGANIZATION IN
NORTHERN CANADA (OUTSIDE ONTARIO)

INTRODUCTION

The concept of Northern Canada is not easily defined in geographical terms. The main population centres in what is officially northern Ontario - Timmins, Sudbury and Thunder Bay - are all south of the southern population centres of the prairie provinces - Winnipeg, Regina and Calgary. This paper discusses that part of Canada outside Ontario lying above a line varying between the fifty-first and fifty-third degrees of latitude.

Well over 90% of the area is not organized for municipal purposes. Most of the residents, however, are found in a few centres with full local self-government on the southern model. This implies legal incorporation, formal elections, a municipal staff and the levying of property taxes. The City of Thompson, for example, operates like any other municipality in Manitoba under The Municipal Act. In some parts of northern Canada, particularly in mining towns, the southern municipal formula has been modified to the extent of replacing the elected council with a body appointed by the provincial government. The Churchill Local Government District and the Labrador City Local Improvement District are both illustrations of this approach. One of the most interesting developments of recent years has been the attempt to bring local

government to very small communities in isolated areas. This has meant dispensing with many of the trappings of conventional municipal government. Examples of this phenomenon include the N.W.T's "settlement council", Alberta's "advisory committees", Manitoba's "community councils" and "community committees", and Saskatchewan's "local advisory committees" and "local advisory authorities".

The dispersion of the population and the limited nature of municipal government in northern Canada have dictated a comparatively strong role for the provincial and territorial authorities in the north. Although considerable diversity exists in the way that provincial governments have organized themselves to deliver services to their northern residents, the last decade has witnessed a noticeable trend toward placing northern administration on a more co-ordinated basis. This has been carried farthest in the Province of Saskatchewan, where a special Department of Northern Saskatchewan now administers all provincial programs other than major highway construction. In New Quebec (Ungava) a similar role is played by a special branch of the Quebec Department of Natural Resources. By contrast, the functions of Manitoba's Minister of Northern Affairs and of Alberta's Minister without Portfolio responsible

for Northern Development and Indian Metis Liaison appear to lie more in the realm of policy formulation and co-ordination than in the realm of actual service delivery.

ALBERTA

In the northern half of the Province of Alberta, full-fledged municipal government is only found in the area immediately to the north of Edmonton and in the area around the City of Grande Prairie (pop. 14,000). This takes the form of counties, towns, villages and municipal districts. The county councils are responsible for education as well as general municipal affairs.

Elsewhere in northern Alberta, five "new towns" have been established: Rainbow Lake, Fox Creek, Fort McMurray, Grande Cache and High Level. Under The New Towns Act, a new town may be formed by the provincial government where there is rapid development in an existing town, or when a large settlement in a frontier resource region is established. The town is governed by a board of administrators which may, or may not, in whole or in part, be elected by the residents.

The residual part of northern Alberta covers about 100,000 square miles. There are only about 55,000 inhabitants, most of whom are concentrated in a few major centres. The area functions without local government on the southern model. Instead, it has been divided into

fourteen "improvement districts", which (except for the Metis settlements and Indian reserves) are administered directly by the Minister of Municipal Affairs. "Advisory committees" elected by local ratepayers have been formed in twenty communities to advise the Department on local administrative problems. Recently, an experimental "Isolated Communities Advisory Board" has been established by seven communities in the Lesser Slave Lake area.

Municipal services (water, street-lighting, etc.) are provided to hamlets in improvement districts on a contract basis by the Department of Municipal Affairs. There are nine improvement district administrators in the north. Each administrator does not necessarily function in just one district, for some districts have been combined for administrative purposes. An administrator's duties include collection of taxes, issuance of licences and permits, making of assessments, and holding annual public meetings to discuss municipal administration with the electors.

All of the other provincial "line" ministries maintain regional or district offices in the north. However, none of the ministries have established an overall office for the north. Nor, apparently, has there been any serious effort to locate the regional and district offices of the various ministries in a co-ordinated fashion.

Alberta now has a Minister without Portfolio responsible for Northern Development and Alberta Indian Metis Liaison. Reporting to him is the Northern Development Council. This consists of seven members appointed from seven regions in the north. The duties of the Council are "to investigate, plan, promote and co-ordinate practical measures to foster and advance development in northern Alberta and to advise the Government thereon." The council responds to requests from northern residents by working through the responsible program departments. In formulating policy, the council is assisted by a research organization - the Northern Development Group.

In 1974 the Alberta Legislature passed an act which defined a new Northeast Alberta Region embracing the oil sands area. The act provided for the appointment of a commissioner to co-ordinate and expedite the activities of provincial agencies and local authorities participating in the development of the oil sands. The commissioner is to be backed by a Cabinet-appointed regional resident advisory committee, and will report directly to Cabinet.

MANITOBA

Northern Manitoba is defined by The Northern Affairs Act as all of the province above the northern boundary of township 21. This includes more than three fourths of the surface area of the province.

The three largest population centres in Northern Manitoba are fully incorporated municipalities. These are the City of Thompson (pop. 19,000), the City of Flin Flon (pop. 8,900) and the Town of The Pas (pop. 6,000). There are, in addition, a dozen or so smaller incorporated units called "local government districts", of which the best-known is the port of Churchill (pop. 1,500) on Hudson Bay. The remaining three dozen settlements are unincorporated and do not have municipal government in the conventional sense of the word. The larger ones are represented by elected "community councils" and the smaller ones, by appointed "community committees". Legislation has recently been passed to permit the incorporation of community councils.

The Manitoba government created a Commissioner of Northern Affairs in 1966, with responsibility for all of the north outside municipalities and Indian reserves. In 1972, his duties were vested in a Department of Northern Affairs. Although the department has taken over some of the northern programs of other provincial agencies (e.g. housing), it is not really an administration of the

north. Instead of delivering services itself, it concentrates on co-ordinating the services of the other agencies. Its other function is the development of social and economic policy for the north. This capability is currently housed in the department's Office of Planning and Policy Development. The Minister of Northern Affairs is also responsible for the Northern Manpower Corps, whose aims are increasing the number of northerners in northern jobs through employment training and orientation, and developing support programs for increased employability on a long-term basis.

NEWFOUNDLAND

The half of the Ungava-Labrador Peninsula which is designated the "Coast of Labrador" has three main areas of human settlement. The first is the coast itself, which is dotted with small, isolated villages. The second is the community which has developed around the American Air Force Base at Goose Bay. The third is the Labrador Trough on the west, which is rich in mineral resources and which is tied by rail to the north shore of Quebec. The total population of Labrador is 28,200.

Three out of four Labradoreans live in incorporated municipal units of one sort or another. Goose Bay-Happy Valley (pop. 9,000) and Northwest River (pop. 650) are both towns under The Local Government Act. The mining communities of Labrador City (pop. 7,600) and Wabush (pop. 3,400) are local improvement districts, and operate under boards of trustees appointed by the provincial government. Ten of the coastal villages have community councils, which are elected bodies with limited powers of action and taxation. The remaining fifty-four communities in Labrador are unorganized for municipal purposes. There are three denominational school boards in Labrador - one Roman Catholic, one Pentacostal and the third "integrated" (Anglican, United Church, etc.). All are partly elected and partly appointed bodies.

Labrador is apparently not treated as a regional unit by the provincial government in St. John's. For example, the field officer of the Department of Municipal Affairs and Housing who is responsible for Labrador has his office in Corner Brook on the Island. On the other hand, the Department of Rehabilitation and Recreation has a "Labrador Services Division," which is responsible for a multiplicity of services in Labrador. These include the operation of retail outlets, fish plants, logging-sawmill operations; boat building activities; provision of water and sewage, housing, schools and electricity; and the administration of an air subsidy program and a student exchange program. A provincial royal commission has recently criticized the provision of provincial services in Labrador and recommended the establishment of a department of intergovernmental affairs with an associate deputy minister responsible for advising on Labrador matters.

QUEBEC

Quebec's northern planning area includes two of the province's ten administrative regions. These are the Northwest region, which is centred on Rouyn-Noranda, and New Quebec, which extends from the fifty-second parallel northwards into the Ungava Peninsula. The population of the Northwest and New Quebec is 148,000 and 12,000 inhabitants respectively. The area assigned to the James Bay hydro-electric project straddles the boundary between the two regions, and is administratively separate from both. The area has approximately 10,000 residents.

While 90% of the Northwest region is unorganized for municipal purposes, 85% of the population lives in the region's seventy-odd municipalities. The City of Rouyn (pop. 17,800) and the City of Noranda (pop. 10,800) are the two principal centres. The region has fourteen towns, six villages, eleven parishes, nine townships and thirty-eight "undesignated" municipalities. The only municipality in New Quebec is the Town of Shefferville (pop. 3,400). There is, however, an appointed school board for the region. The James Bay area has been administered since 1971 as a municipality by the James Bay Development Corporation, a provincial crown corporation. The appointed board of directors acts as the municipal council. However, there is soon to be

true local government under the terms of an agreement recently signed by the Quebec government and the James Bay native people. This envisages a "regional administration" with representatives from fourteen local municipal units.

Provincial services are supplied in the Northwest region in much the same way as elsewhere in the province. The various ministries all have their own local offices. By contrast, in New Quebec all provincial programs (except those of the Departments of Justice and Lands and Forests) are the responsibility of a special branch of the Department of Natural Resources - the Direction general du Nouveau Quebec. The branch serves the 7,000 residents of the region outside Shefferville (including 4,000 on Indian reserves). Health and welfare concerns are a large part of the service. Eighty civil servants and two hundred and fifty native workers are employed by the branch.

The Northwest region and New Quebec together form the "northern planning area", one of the four areas of the Quebec Planning and Development Commission. During the early 1970s the Commission carried out a planning "mission" for the Northwest region. Representatives of nine provincial departments produced an outline plan for the region in consultation with the local regional development council.

SASKATCHEWAN

The Northern Administration District of Saskatchewan is basically that part of the province lying from the fifty-fourth parallel north to the sixtieth. It accounts for more than half the land mass of the province. There are approximately 25,000 inhabitants, most of whom are of native ancestry.

Conventional, incorporated local government exists in three centres only: The Town of Creighton (pop. 1,900), the Village of La Ronge (pop. 900) and the Municipal Corporation of Uranium City (pop. 2,000). Seven communities, ranging in size from 500 to 1,450, have "local community authorities". The LCA's have been allocated by regulation by-law powers similar to those granted to villages under the provincial Village Act; however, the LCA's are actually exercising few of the wide range of powers available to them. Most of the other settlements in the north have "local advisory committees" appointed by the Minister of Northern Saskatchewan.

In 1973 the provincial legislature passed a law allowing for the establishment of a "Northern Municipal Council", with powers similar to a rural municipality. Its area of jurisdiction covers all of the Northern Administration District except for the Indian reserves and the incorporated centres. The council consists of five members who are elected from electoral districts.

The council is involved in the planning and implementation of provincial development programs. In addition, it co-operates with local councils in the planning and budgeting of municipal projects, and it administers municipal affairs in communities that are without elected councils.

There are three schools boards in the north: the Creighton School Board, the Uranium City Municipal Council and the Northern School Board. The last was recently converted from an appointed to an elected body.

As early as 1948, the Saskatchewan government passed The Northern Administration Act creating the position of Northern Administrator within the Department of Natural Resources. This official was charged with organizing and administering provincial programs in the north. The actual provision of most provincial services continued to be accomplished through the extension of the separate departments in the south. In 1972, however, the government created a Department of Northern Saskatchewan with headquarters in La Ronge. By 1975, responsibility for virtually all provincial services in the north (with the exception of major highways) had been transferred to the department. The department currently has five "staff" branches -

Administration, Personnel and Training, Northern News Services, Policy and Planning and Project Management - and six "line" branches - Field Services, Health and Social Development, Economic Development, Resource Development, Academic Education and Colleges.

The Northern Development Advisory Council has been established to allow direct input by various organizations active in the north. Membership includes the Northern Municipal Council and is open to such groups as the Northern Trappers Association, the Metis Society and the Northern Teachers Association.

NORTHWEST TERRITORIES

The Northwest Territories includes the mainland portion of Canada lying north of the sixtieth parallel between Hudson Bay on the east and Yukon Territory on the west, together with the islands in Hudson and James Bays and Hudson Strait, and the islands of the Arctic Archipelago lying between the mainland and the north pole. This is an area of 1,305,000 square miles, or more than one third the total area of the country. The Northwest Territories has a population of 35,000, of which approximately 60% is of native ancestry (Indian, Metis, Non-status Indian or Eskimo).

There are six stages in the development of local government in the Northwest Territories. These are the unorganized community, the settlement, the hamlet, the village, the town and the city. There are presently twelve unorganized communities, twenty-six settlements, nine hamlets, two villages, four towns and one city (Yellowknife). Although it has no official legal status, the elected settlement council has become the most important institution in most settlements. A settlement council assists the settlement manager (a territorial employee) in providing such services as roads and airport landing strips. Settlements are

authorized to petition for hamlet status when they desire greater independence from territorial control. Hamlets hire their own employees, draw up their own budgets (subject to department approval), but they are not empowered to levy property taxes. The villages, towns and city of the N.W.T. exhibit traditional, southern-oriented patterns of taxation and administration.

The Northwest Territories Act provides for the government of the territories by a Commissioner assisted by an executive committee and a territorial council. The organizational structure of the territorial government has four levels: the Yellowknife headquarters; four regional offices (for Baffin, Keewatin, Fort Smith and Inuvik regions); numerous area offices; and the settlement managers.

The administration at the Yellowknife headquarters consists of eleven departments: Economic Development, Education, Information, Local Government, Natural and Cultural Affairs, Personnel, Planning and Program Evaluation, Public Services, Public Works, and Social Development. At the regional level, an effort has been made to locate the representatives of all departments in each administrative region at one central regional office.

The presence of the federal government in the N.W.T. is much stronger than in southern Canada. Services which in the south are provided by provincial or municipal authorities are in the N.W.T. the responsibility of national departments. Examples are policing (R.C.M.P.) and public health (Department of Health and Welfare).

YUKON TERRITORY

The Yukon Territory has an area of 207,076 square miles, or 5.4% of the total area of Canada. The population in 1971 was 18,400, of whom the overwhelming majority were of non-native ancestry.

The City of Whitehorse (pop. 11,600) accounts for two thirds of the population of the territory. The city council provides residents with a fairly sophisticated level of services (water, sewage, etc.). The only other municipal units in the Yukon that are incorporated under the territory's Municipal Ordinance are the City of Dawson (pop. 800) and the Town of Faro (pop. 900).

The institution of the "local improvement district" is regarded as a transition to full municipal government. The affairs of a local improvement district are managed by a three-member board of trustees, initially appointed by the territorial government, but subsequently elected by the residents. The trustees' field of responsibility is limited. The territorial government remains the taxing and funding authority. The trustees draw up an annual budget which must be approved by the Department of Local Government. There are five local improvement districts in the Yukon, ranging in size from 200 to 600 residents each.

All of the other communities in the Yukon are classified as "unorganized". Most are run entirely by the territorial government. There are two private mining towns (Elsa and Clinton Creek) which are on private land and are administered directly by the mining corporations concerned. Native Indian villages have generally chosen to function under the guidance of the federal Department of Indian Affairs and Northern Development.

The Yukon territorial government resembles that of the N.W.T. in many respects. Territorial departments provide library, educational and social services directly to residents through a number of local offices. However, there does not appear to be any scheme of regional decentralization such as exists in the N.W.T.

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APPENDIX D

LOCATION OF PROVINCIAL OFFICES IN NORTHERN ONTARIO

APPENDIX D

PROVINCIAL ADMINISTRATION IN NORTHERN ONTARIO

This appendix outlines the location of Provincial offices and the areas they cover. The charts are a catalogue of the Province's regional and district offices. It is possible that at the time of reading, changes have been made, and thus not all entries may be completely up to date. The offices listed are grouped by Ministry and Policy Field for ease of comparison.

Because of the quantity of information on the charts a fairly extensive legend was required. It was necessary to distinguish between types of field offices. "Regional office" is used for those offices whose reporting relationships are directed to Queen's Park. Their area of responsibility may be very wide or quite narrow. "District office" or "area office" is used for those offices which report through a regional office and "satellite office" is used for those offices reporting through a district or area office.

It should be pointed out that terminology varies greatly from ministry to ministry, and that the terms used here may bear little relation to terms actually used by each ministry.

[illegible]

ADDITIONAL DETACHMENTS

L E G E N D

REGIONAL DISTRICT OFFICE

TB Thunder Bay

30 Suburb

Cochrane

TI Timmins

MD MEMORANDUM

KL Kirkland L2

Toronto T

Империя 117a

O Ocella

IN NIPYON

Peterborough

SUPPLEMENTARY LEGI

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LOCATIONS OF PROVINCIAL GOVERNMENT OFFICES SERVING NORTHERN ONTARIO		SOUTHERN ONTARIO		PARRY SOUND DIST.		NIPISSING DISTRICT		TIMISKAMING DISTRICT		COCHPANE DISTRICT		ALGOMA DISTRICT		SUDBURY DIST. & REG. MUN.		HANITOUAN DISTRICT		THUNDER BAY DIST.		KINOPA DISTRICT		PAINT RIVER DIST.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
SOCIAL DEVELOPMENT POLICY FIELD		Toronto Peterborough Barrie Orillia		Parry Sound		North Bay Temagami		Sturgeon Falls		South River		Cobalt Haileybury New Liskeard Kirkland Lake		Matheson Timmins Iroquois Falls Cochrane Moosonee Kapuskasing Hearst		White River Sault Ste Marie Blind River Elliot Lake Wawa		Chapleau Espanola Sudbury Gogama		Gore Bay		Geraldton Nipigon Armstrong Thunder Bay		Dryden Sioux Lookout Kenora-Keewatin Red Lake		Rainy River Fort Frances Atikokan																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
COMMUNITY & SOCIAL SERV.		District Office		O		NB		NB		NB		KL		KL		SM		SM		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU		SU	

REGIONAL OFFICE	DISTRICT OFFICE
TB Thunder Bay	tb
SU Sudbury	su
SM Sault Ste. Marie	sm
CO Cochrane	co
TI Timmins	ti
KE Kenora	ke
NB North Bay	nb
KL Kirkland Lake	kl
T Toronto	t
PS Parry Sound	ps
H Huntsville	h
O Orillia	o
NI Nipigon	ni
B Barrie	b
P Peterborough	p

Satellite offices underlined

DORSET: District Office for Parry Sound District and part of Nipissing District

CULTURE AND RECREATION
*Regional and District offices of Field Services Branch provide these functions: Heritage, Multiculture, Public Libraries, Art, Sports.

COMMUNITY COLLEGES

1. Georgian, Barrie
 2. Canadore, North Bay
 3. Northern, Timmins
 4. Sault, Sault Ste. Marie
 5. Cambrian, Sudbury
 6. Confederation, Thunder Bay
- (s) Denotes Satellite Campus

LOCATIONS OF PROVINCIAL GOVERNMENT OFFICES SERVING NORTHERN ONTARIO	SOUTHERN ONTARIO	PARRY SOUND DIST.	NIPISSING DISTRICT	TIMISKAMING DISTRICT	COCHRANE DISTRICT	ALCOMA DISTRICT	SUDBURY DIST. & REG. MUN.	MANITOULIN DISTRICT	THUNDER BAY DISTRICT	KENORA DISTRICT	RAINY RIVER DIST.	L E G E N D	
												REGIONAL OFFICE	DISTRICT OFFICE
GOVERNMENT SERVICES TEIGA REVENUE	Toronto Peterborough Barrie Orillia											TB	Thunder Bay
												SU	Sudbury
GOVERNMENT SERVICES Property Management Regional Office Area Office		Parry Sound										SM	Sault Ste Marie
												CO	Cochrane
T.E.I.G.A. Regional Office			North Bay Temagami Sturgeon Falls									TI	Timmins
												KE	Kenora
REVENUE Area Assessment Co-ord. Reg. Assessment Office Retail Sales Tax Office												NB	North Bay
												KL	Kirkland Lake
												T	Toronto
												FS	Parry Sound
												H	Huntsville
												O	Orillia
												NI	Nipigon
												B	Barrie
												P	Peterborough
												*Little Current	



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